MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2022/2023

BPR2034 – BUSINESS PROCESS REENGINEERING

(All sections / Groups)

3 JULY 2023
2.30 p.m. – 4.30 p.m.
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This Question paper consists of 2 pages with 8 Questions only .

2. Attempt **FIVE** out of **EIGHT** questions. All questions carry equal Marks and the distribution of the Marks for each question is given .

3. Please print all your answers in the Answer Booklet provided .

Question 1 (10 Marks)

Axion Sdn Bhd is looking to improve their operations and has invited a consulting team to undertake the initiative. The consultants look forward to explain to Axion Sdn Bhd on the common objectives of undertaking a Business process Reengineering (BPR) engagement.

Name FOUR (4) objectives why companies embark on a Business Process Reengineering and for each objective, explain in detail the reason why the objective is important.

Question 2 (10 Marks)

The staff in BMW Malaysia is concern over the outcome of a BPR exercise currently carried out. In order to allay the fears, a townhall meeting is set up for the staff to explain what the BPR engagement is all about. Provide TWO (2) concerns which BPR is NOT about and give detail explanation of these TWO (2) concerns.

Question 3 (10 Marks)

What are the Forces of Change? Explain in detail TWO (2) of the Focus of Change and relate it by giving an example of a company undergoing these TWO (2) of Forces.

Question 4 (10 Marks)

BPR is guided by SEVEN (7) principles. One of the principals is to "Link parallel activities instead of integrating their results". Explain in detail this principal and provide an example of how an organisation can benefit from this principle.

Question 5 (10 Marks)

The Information Technology (IT) Department of Deloitte Consulting is to embark on a BPR project. The role of IT is somewhat unclear to the consulting team in Deloitte Consulting as they are usually the team that undertake BPR for their clients. In order to ensure there is no clash of roles and responsibilities, you as the Project Manager from the IT Department has to explain the role of IT in a BPR exercise. Name FIVE (5) key activities that IT can facilitate in the BPR initiative.

Question 6 (10 Marks)

Provide an explanation on the FOUR (4) process measures to assess the improvements after a BPR is completed in a production and supply chain company.

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Question 7 (10 Marks)

Bane Inc is in the middle of undertaking a BPR project. The external consultants have explained to the board of directors that there will be potential conflicts arising from the project and have taken the liberty to explain to the board of directors the five different conflicts. The conflicts are Compromising, Accommodating, Withdrawing, Collaborating and Competing. Explain in detail on each of the conflict.

Question 8 (10 Marks)

Underpinning Business process is considered as one of the strategic business processes in any company. Explain in detail what is Underpinning Business Process and provide an example of how a process in a company is considered as a Underpinning process.

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